



Town of Natick

FY 2014 Preliminary Budget

Section X: Water/Sewer Enterprise Fund

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Town of Natick

FY 2014 Preliminary Budget

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Town of Natick

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Change since 1/2 -



Department: Water & Sewer

Enterprise Fund

Appropriation Summary

Water & Sewer Operations

Voted by FC 10-0-0 2/7

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014	
					\$	%
Total Salaries	1,438,875	1,493,268	1,688,524	1,721,524	33,000	2.0%
Total Operating Expenses	5,539,348	5,612,540	6,109,600	6,250,421	140,821	2.3%
Total Water & Sewer Operations	6,978,223	7,105,808	7,798,124	7,971,945	173,821	2.23%

Utility Billing Operations

Voted by FC 10-0-0 2/7

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014	
					\$ (+/-)	% (+/-)
Total Salaries	98,349	101,777	103,619	107,433	3,814	3.7%
Total Operating Expenses	82,344	106,594	129,950	129,950	0	0.0%
Total Utility Billing Operations	180,693	208,371	233,569	237,383	3,814	1.63%

Employee Benefits

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014	
					\$ (+/-)	% (+/-)
Total Employee Benefits	627,467	630,025	652,593	682,834	30,241	4.6%
Total Employee Benefits	627,467	630,025	652,593	682,834	30,241	4.6%

Debt Service

Voted by FC 10-0-0 2/7

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014	
					\$ (+/-)	% (+/-)
Debt Service						
Principal	1,745,640	1,827,139	1,602,757	1,609,869	7,112	0.4%
Interest	541,589	501,804	493,946	472,269	-21,677	-4.4%
Total Debt Service	2,287,229	2,328,943	2,096,702	2,082,138	-14,564	-0.7%
Total Debt Service	2,287,229	2,328,943	2,096,702	2,082,138	-14,564	-0.7%

Reserves

Voted by FC 10-0-0 2/7

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014	
					\$ (+/-)	% (+/-)
Total Reserve Fund	0	0	200,000	200,000	0	0.0%
Total Reserve Fund	0	0	200,000	200,000	0	0.00%

Total Water & Sewer Enterprise Fund

10,073,612	10,273,145	10,980,987	11,174,300	193,312	1.76%
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Indirects

Voted by FC 8-1-0 2/26

2,449,758	2,535,883	2,581,514	2,323,579	-257,935	-10.00%
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Town of Natick

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Department: Water & Sewer

Enterprise Fund

Mission:

Water & Sewer Operations:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, buildings, equipment, and recreational facilities of the Town and be ready and available to provide immediate and professional response to emergency situations.

The Department will provide safe and adequate drinking water and fire protection by maintaining and improving with available resources the water treatment plant, wells and water mains throughout town. The Department will also provide dependable and reliable trash collection and recycling services to the residents of the Town.

The Department will assist, support and cooperate with other Town departments, boards and commissions as well as other municipalities, State and Federal agencies in all relevant activities that promote and benefit the Town and the quality of life for the citizens of the Town.

Utility Billing Operations:

The Utility Billing office is responsible for the billing and collecting of Water and Sewer activity. This includes uploading the usage files received from DPW on a monthly basis, recording the receivable due to the Town of Natick, printing and mailing of water/sewer invoices, and posting water/sewer cash receipts. Also process abatements, corrections, final billing for real estate sales and special billings for backflows, valve work, etc, and maintain the senior citizen account designations with the Assessor's Office. Finally, this department is also responsible for answering customer inquiries and problem research.

Goals:

Water & Sewer Operations:

- Replace force sewer mains on Wethersfield Rd.
- Replace outdated water meter transmitters.
- Continue the upgrade SCADA software and hardware.
- Continue the relocation of Springvale Wells #1 and Evergreen #1.
- Repair Roof at Town Forest Reservoir.
- H&T Filter Controls Upgrade
- Pine Oaks Well MCC replacement
- Elm Bank VFD installation

Utility Billing Operations:

Personnel Advancement

- Work with Personnel Director on customer service/team building
- Reconfigure Collector's Office personnel to facilitate better service

Enhance On-line, Web, Computer Applications

- Work with DPW to add on-line Geographic Information System (GIS) capabilities; create Executive Committee to enhance usability throughout organization
- With DPW, consider alternatives to water billing system



Town of Natick

Home of Champions

Department: Water & Sewer

Enterprise Fund

Budget Overview:

The Water & Sewer Enterprise Fund has three divisions within it: Sanitary Sewer, Water & Utility Billing.

Department of Public Works Sewer Division

I. Main Purpose of the Department

The Sewer Division operates and maintains over 147 miles of the sewer collection system and seeks to meet or exceed all federal and state mandates and guidelines governing the sewer collection system. The division monitors the town's thirty four sewer pump stations seven days a week. Personnel from this division are on call twenty four hours a day, seven days a week to respond to any sewer emergency.

II. Recent Developments

- Continuation of the sewer mains relining program
- Upgrade to the sewer pump stations

III. Current Challenges

- Implementation of the Infiltration and Inflow (I/I) study of the Town's sewer system
- Maintain program to alleviate chronic sewer back up areas
- Monitoring the sulfides in the sewer system
- Loss of Rate Reduction funding by the MWRA may impact MWRA rates.

IV. Significant Proposed Changes for the Upcoming Fiscal Year and the Budget Impact

- Continue to fund the Sewer Pump Station/Line Maintenance to reline problem sewer mains and to continue the Degreasing Program.
- Increase of utility costs

V. On the Horizon

- Continual maintenance of an aging infrastructure

Department of Public Works Water Division

I. Main Purpose of the Department

The Water Division operates and maintains the Town's water wells and water treatment plant. It provides safe and potable drinking water throughout the 196 miles of distribution mains throughout Town. The Division is responsible for water meter calibration, reading over 12,500 meters, and the installation, inspection and testing of backflow prevention devices. In addition, the Division is responsible for water quality testing on a weekly basis, the testing and maintenance of 1,400 fire hydrants and the repair of water leaks. Personnel from this Division are on-call twenty four hours a day, seven days a week to respond to any water emergency.

II. Recent Developments

- Recertification of the Environmental Management System (ISO 14001) at the Springvale Water Treatment Plant
- Completion of Backflow Prevention Program
- Annual water leak detection program to reduce unaccounted for water.
- Replacement of residential water services on various streets before street rehabilitation.(168 services Rockland st.-14, Eisenhower -18, Irving Rd -21, Halsey Way -12, Liberty St - 20, Marshall Rd -18, Pamela Rd - 6, Terrane Ave - 11, Wethersfield Rd -31, Other streets -17)

III. Current Challenges

- Continue to update the ISO 14001 Certification of the Springvale Water Treatment Plant
- Repair of the Town Forest Reservoir Roof
- Replacement of Springvale Wells #1 & Evergreen Well #1
- Water Management act permit renewal

IV. Significant Proposed Changes for the Upcoming Fiscal Year and the Budget Impact

- Implement a new pump preventive maintenance schedule.
- Complete a review of the cost of electricity and review energy efficiency measures.



Town of Natick

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Department: Water & Sewer

Enterprise Fund

Budget Overview:

Department of Public Works Water Division (con't)

V. On the Horizon

- Continue the improvement and efficiency of the water system

Utility Billing Division

I. Main Purpose of the Department

The primary responsibility of the Department is the quarterly billing of 12,550 water and sewer accounts. These duties include preparation of quarterly invoices, dispute resolution with rate payers, special fee invoicing, etc. This Department is responsible for the certification of delinquent accounts to the Board of Assessors for inclusion as water and sewer liens transferred to real estate bills.

II. Recent Developments

None.

III. Current Challenges

The format and content of information included with the water and sewer bill is being evaluated for clarity. The goal is to improve the information provided to ratepayers.

IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

A more informative billing format will be implemented in late FY2013. This format will at a minimum include usage history, comprehensive explanation of bill calculation, and other informational materials. The budget request for FY2014 continues to include funding for improved notification to delinquent accounts, notification to subsequent/new property owners, and additional research/resolution for returned mail.

V. On the Horizon

The development of increased Internet access to information and the development of information kiosks at Town Hall and Library are priorities for the near future.



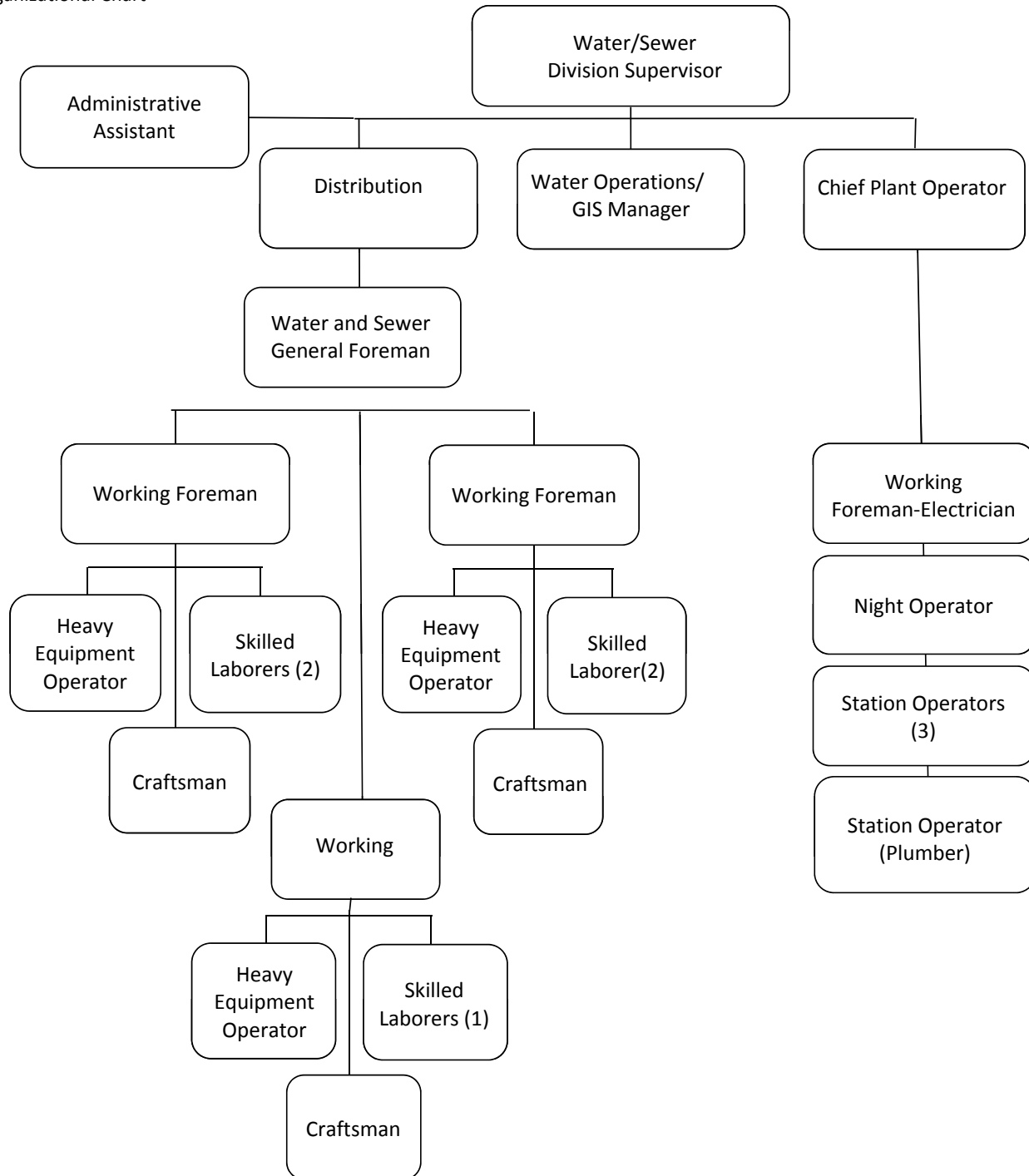
Town of Natick

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Department: Water & Sewer Operations

Enterprise Fund

Organizational Chart



Note: Water & Sewer Divisions under the management of the Director of Public Works



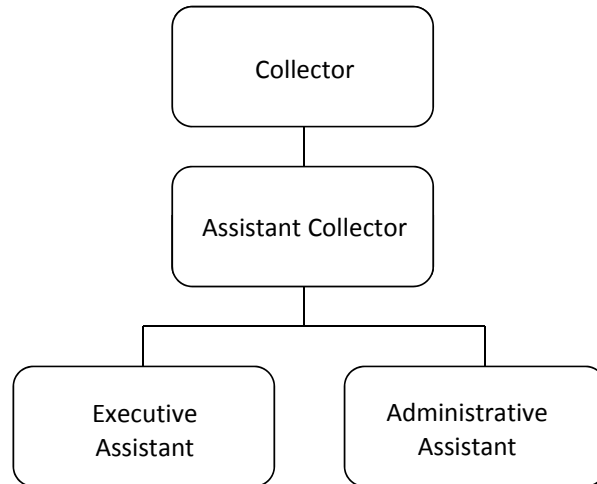
Town of Natick

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Department: Water & Sewer Operations

Enterprise Fund

Organizational Chart: Utility Billing Operations



Note: Utility Billing Division is under the management of the Finance Director / Treasurer / Collector



Town of Natick

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Department: Water & Sewer Operations

Enterprise Fund

Staffing

	2010	2011	2012	2013	2014
Water & Sewer Operations					
Water & Sewer Division Supervisor	1	1	1	1	1
Water & Sewer General Foreman	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Working Foreman	4	4	4	4	4
Heavy Equipment Operator	3	3	3	3	3
Skilled Laborer	5	5	5	5	5
Craftsman	3	3	3	3	3
Water Distribution Assistant Supervisor	1	1	1	1	1
Water Operations/ GIS Manager	1	1	1	1	1
Chief Plant Operator	1	1	1	1	1
Night Operator	1	1	1	1	1
Station Operator	4	4	4	4	4
Executive Assistant	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Department Support	0.1	0.1	0.1	0.1	0.1
Total FTE	28.1	28.1	28.1	28.1	28.1
Total FT/PT	28 FT / 1 PT	28 FT / 1 PT	28 FT / 1 PT	28 FT / 1 PT	28 FT / 1 PT

Notes

Utility Billing Notes:

Departmental Support person:

works 960 hours total

720 hours allocated to collections

240 hours allocated to utility billing

Performance Indicators

	2010	2011	2012	2013*	2014*
Workload Indicators					
Water & Sewer Operations					
Number of Water Leaks/Repairs (CY)	28	40	32	30	35
# of Sewer Backups		7	8	14	14
Total Number of Hydrants Replaced (CY)	7	15	12	15	15
Total Mileage of Water & Sewer Pipes	196.7/147.3	200/150	200/150	200/151	200/150
Number of Sewer Main lines Lined (in feet) (CY)	2,553	3000	0	3000	3000
Water Pumped (in Millions of Gallons)	1,148	1,179	1250*	1251*	1251*

	2010	2011	2012	2013*	2014*
Outcome Indicators					
Water & Sewer Operations					
# of Sewer Backups causing Insurance Claims(CY)	6	4	2	5	5

Utility Billing

See Treasurer's Budget (Section VII) for performance indicators related to utility billing.



Town of Natick

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Department: Water & Sewer

Enterprise Fund

Sewer Operations

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 \$ %	
Salaries Supervisory	\$ 124,903	\$ 133,775	\$ 144,604	\$ 162,587	\$ 17,983	12.4%
Salaries Operational Staff	\$ 393,609	\$ 346,244	\$ 464,598	\$ 463,282	\$ (1,316)	-0.3%
Salaries Temp Oper. - Police Details	\$ 6,605	\$ -	\$ 8,624	\$ 28,641	\$ 20,017	232.1%
Supervisory Additional Comp	\$ 11,965	\$ 8,550	\$ 57,850	\$ 16,600	\$ (41,250)	-71.3%
Operational Staff Additional Comp	\$ 19,935	\$ 17,381	\$ 12,450	\$ 18,050	\$ 5,600	45.0%
Operational Staff Overtime	\$ 58,522	\$ 44,344	\$ 23,150	\$ 57,850	\$ 34,700	149.9%
Personnel Services	\$ 615,540	\$ 550,294	\$ 711,276	\$ 747,009	\$ 35,733	5.0%
Repairs & Maint. Equipment	\$ 2,394	\$ 2,401	\$ 3,000	\$ 3,000	\$ -	0.0%
Repairs & Maint. Other	\$ 2,955	\$ 2,895	\$ 3,000	\$ 3,000	\$ -	0.0%
Utilities Electric	\$ 125,669	\$ 87,337	\$ 144,400	\$ 128,600	\$ (15,800)	-10.9%
Purchase of Services	\$ 131,018	\$ 92,633	\$ 150,400	\$ 134,600	\$ (15,800)	-10.5%
Licenses - CDL & Special	\$ 180	\$ 793	\$ 2,000	\$ 2,000	\$ -	0.0%
Clothing Allowance Operational Staff	\$ 3,150	\$ 2,800	\$ 3,150	\$ 3,150	\$ -	0.0%
Other Services Inc.	\$ 3,330	\$ 3,593	\$ 5,150	\$ 5,150	\$ -	0.0%
Tech & Prof Svs & MWRA Sulfide Testing	\$ 12,986	\$ 11,503	\$ 15,000	\$ 15,000	\$ -	0.0%
Tech/ Prof. Services	\$ 12,986	\$ 11,503	\$ 15,000	\$ 15,000	\$ -	0.0%
Repairs & Maint. Misc. Constr.	\$ 3,128	\$ 3,649	\$ 4,000	\$ 4,000	\$ -	0.0%
Supplies	\$ 3,128	\$ 3,649	\$ 4,000	\$ 4,000	\$ -	0.0%
Sewer Pump Station/Line Maintenance	\$ 44,610	\$ 96,942	\$ 100,000	\$ 100,000	\$ -	0.0%
MWRA Sewer Assessment	\$ 4,346,280	\$ 4,460,551	\$ 4,683,550	\$ 4,866,121	\$ 182,571	3.9%
Water/Sewer Damage Claims	\$ 35,000	\$ 11,824	\$ 5,000	\$ 15,000	\$ 10,000	200.0%
Other Chgs. / Exp.	\$ 4,425,890	\$ 4,569,317	\$ 4,788,550	\$ 4,981,121	\$ 192,571	4.0%
Total Operating Expenses	\$ 5,191,891	\$ 5,230,989	\$ 5,674,376	\$ 5,886,880	\$ 212,504	3.7%

Water Operations

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 \$ %	
Salaries Supervisory	\$ 215,968	\$ 227,706	\$ 227,870	\$ 193,378	\$ (34,492)	-15.1%
Salaries Operational Staff	\$ 470,855	\$ 580,110	\$ 623,361	\$ 660,670	\$ 37,309	6.0%
Salaries Temp Operational	\$ 23,192	\$ 4,071	\$ 26,157	\$ 25,957	\$ (200)	-0.8%
Supervisory Additional Comp	\$ 27,861	\$ 23,350	\$ 22,250	\$ 18,100	\$ (4,150)	-18.7%
Operational Staff Additional Comp	\$ 27,602	\$ 32,008	\$ 29,210	\$ 25,310	\$ (3,900)	-13.4%
Operational Staff Overtime	\$ 57,856	\$ 75,729	\$ 48,400	\$ 51,100	\$ 2,700	5.6%
Personnel Services	\$ 823,335	\$ 942,974	\$ 977,248	\$ 974,515	\$ (2,733)	-0.3%
Repairs & Maint. Software	\$ 14,811	\$ 5,323	\$ 15,000	\$ 15,000	\$ -	0.0%
Utilities	\$ 416,349	\$ 450,689	\$ 527,300	\$ 492,500	\$ (34,800)	-6.6%
GIS Software & Training	\$ 13,117	\$ 26,190	\$ 25,500	\$ 25,500	\$ -	0.0%
Copy/Mail Center Fees	\$ 11,813	\$ 2,220	\$ 18,000	\$ 18,000	\$ -	0.0%
Purchased Services: Miscellaneous	\$ 6,680	\$ 10,325	\$ 12,000	\$ 12,000	\$ -	0.0%
Purchase of Services	\$ 462,770	\$ 494,747	\$ 597,800	\$ 563,000	\$ (34,800)	-5.8%
Licenses - CDL & Special	\$ 3,885	\$ 5,830	\$ 10,000	\$ 8,500	\$ (1,500)	-15.0%
Environmental Management - ISO 14001 Certification	\$ 1,876	\$ 8,457	\$ 10,000	\$ 10,000	\$ -	0.0%
Clothing Allowance Operational Staff	\$ 3,500	\$ 4,200	\$ 4,200	\$ 4,550	\$ 350	8.3%
Other Services Inc.	\$ 9,261	\$ 18,487	\$ 24,200	\$ 23,050	\$ (1,150)	-4.8%
Implement SDWA Amendment	\$ 19,238	\$ 20,002	\$ 30,000	\$ 30,000	\$ -	0.0%
Water Testing	\$ 24,710	\$ 21,593	\$ 25,000	\$ 25,000	\$ -	0.0%
Tech./Prof. Services	\$ 43,948	\$ 41,595	\$ 55,000	\$ 55,000	\$ -	0.0%
Repairs & Maint - Equipment	\$ 2,768	\$ 2,745	\$ 3,000	\$ 3,000	\$ -	0.0%



Town of Natick

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Change since 1/2 -



Department: Water & Sewer		Enterprise Fund				
Repairs & Maint - Facilities	\$ 2,000	\$ 355	\$ 2,000	\$ 2,000	\$ -	0.0%
Repairs & Maint - Hydrants	\$ 10,000	\$ 10,363	\$ 10,000	\$ 10,000	\$ -	0.0%
Repairs & Maint - Misc. Repairs	\$ 18,282	\$ 6,620	\$ 18,000	\$ 18,000	\$ -	0.0%
Repairs & Maint - Misc. Constr	\$ 17,997	\$ 14,192	\$ 18,000	\$ 18,000	\$ -	0.0%
Supplies	\$ 51,047	\$ 34,275	\$ 51,000	\$ 51,000	\$ -	0.0%
Chemical Supplies	\$ 177,504	\$ 143,902	\$ 177,500	\$ 177,500	\$ -	0.0%
Obsolete Meters	\$ 28,338	\$ 7,034	\$ 30,000	\$ 30,000	\$ -	0.0%
Service Connections	\$ 14,889	\$ 12,282	\$ 18,000	\$ 18,000	\$ -	0.0%
Other Supplies	\$ 220,731	\$ 163,218	\$ 225,500	\$ 225,500	\$ -	0.0%
Water Well/Water Line Maint.	\$ 139,637	\$ 145,478	\$ 150,000	\$ 150,000	\$ -	0.0%
New Hydrant Installation	\$ 9,924	\$ 9,125	\$ 10,000	\$ 10,000	\$ -	0.0%
Asphalt Crushing	\$ 11,899	\$ 12,714	\$ 15,000	\$ 15,000	\$ -	0.0%
DEP Assessment	\$ 10,704	\$ 9,840	\$ 14,000	\$ 14,000	\$ -	0.0%
MWRA Discharge Permit	\$ 3,076	\$ 2,366	\$ 4,000	\$ 4,000	\$ -	0.0%
Other Charges/Expenditures	\$ 175,240	\$ 179,523	\$ 193,000	\$ 193,000	\$ -	0.0%
Total Operating Expenses	\$ 1,786,332	\$ 1,874,819	\$ 2,123,748	\$ 2,085,065	\$ (38,683)	-1.8%

Utility Billing

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014	
					\$	%
Salaries Operational Staff	\$ 93,451	\$ 90,595	\$ 95,829	\$ 98,723	\$ 2,894	3.0%
Part-Time Operational Staff	\$ 3,766	\$ 9,605	\$ 4,835	\$ 4,835	\$ -	0.0%
Operational Staff - Additional Comp	\$ 934	\$ 757	\$ 955	\$ 1,875	\$ 920	96.3%
Operational Staff Overtime	\$ 199	\$ 820	\$ 2,000	\$ 2,000	\$ -	0.0%
Personnel Services	\$ 98,349	\$ 101,777	\$ 103,619	\$ 107,433	\$ 3,814	3.7%
Repair & Maint Equipment	\$ -	\$ 4,622	\$ 4,000	\$ 4,000	\$ -	0.0%
Utility Billing Software	\$ -	\$ 6,900	\$ 15,000	\$ 15,000	\$ -	0.0%
Utility Billing Printing	\$ 7,951	\$ 15,000	\$ 30,200	\$ 30,200	\$ -	0.0%
In State Travel/Meetings	\$ -	\$ 17,470	\$ 750	\$ 750	\$ -	0.0%
Communication Telephone	\$ 861	\$ -	\$ 1,500	\$ 1,500	\$ -	0.0%
Training & Education	\$ -	\$ 1,105	\$ 2,500	\$ 2,500	\$ -	0.0%
Communication Postage	\$ 18,902	\$ 3,750	\$ 22,000	\$ 22,000	\$ -	0.0%
Copy/Mail Center Fees	\$ 39,948	\$ 23,934	\$ 40,000	\$ 40,000	\$ -	0.0%
Collection Activities	\$ 9,429	\$ 27,683	\$ 10,000	\$ 10,000	\$ -	0.0%
Office Supplies	\$ 5,254	\$ 2,856	\$ 4,000	\$ 4,000	\$ -	0.0%
Supplies	\$ 82,344	\$ 106,594	\$ 129,950	\$ 129,950	\$ -	0.0%
Total Utility Billing	\$ 180,693	\$ 208,371	\$ 233,569	\$ 237,383	\$ 3,814	1.6%

Employee Benefits

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014	
					\$	%
FICA (Medicare)	\$ 17,306	\$ 20,100	\$ 25,170	\$ 26,520	\$ 1,350	5.4%
Insurance Group Health & Life	\$ 395,891	\$ 380,795	\$ 387,484	\$ 398,839	\$ 11,355	2.9%
LIUNA Pension	\$ 34,817	\$ 41,604	\$ 39,980	\$ 41,519	\$ 1,539	3.9%
Other Personnel Services	\$ 448,014	\$ 442,499	\$ 452,634	\$ 466,879	\$ 14,245	3.1%
Funding Schedule (22 Year) (W&S)	\$ 179,453	\$ 187,526	\$ 199,959	\$ 215,955	\$ 15,996	8.0%
Other Charges & Expenditures	\$ 179,453	\$ 187,526	\$ 199,959	\$ 215,955	\$ 15,996	8.0%
Total Employee Benefits	\$ 627,467	\$ 630,025	\$ 652,593	\$ 682,834	\$ 30,241	4.6%



Town of Natick

Home of Champions

Change since 1/2 -



Department: Water & Sewer

Enterprise Fund

Water & Sewer Debt Service

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 \$ %	
Water Principal Sub-Totals	\$ 1,233,640	\$ 1,479,662	\$ 1,184,911	\$ 1,089,023	\$ (95,888)	-8.1%
Sewer Principal Sub-Totals	\$ 512,000	\$ 347,477	\$ 417,846	\$ 520,846	\$ 103,000	24.7%
Principal Totals	\$ 1,745,640	\$ 1,827,139	\$ 1,602,757	\$ 1,609,869	\$ 7,112	0.4%
Interest on Debt Water Sub-Totals	\$ 319,203	\$ 329,529	\$ 352,363	\$ 268,462	\$ (83,901)	-23.8%
Interest on Debt Sewer Sub-Totals	\$ 200,574	\$ 147,275	\$ 116,583	\$ 173,807	\$ 57,224	49.1%
Bond Anticipation Notes	\$ 21,812	\$ 25,000	\$ 25,000	\$ 30,000	\$ 5,000	20.0%
Interest Totals	\$ 541,589	\$ 501,804	\$ 493,946	\$ 472,269	\$ (21,677)	-4.4%

Total Water & Service Debt Service	\$ 2,287,229	\$ 2,328,943	\$ 2,096,702	\$ 2,082,138	\$ (14,564)	-0.7%
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Reserve Fund

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2013 vs. 2014 \$ %	
Reserve Fund	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	0.0%
Total Reserve Fund	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	0.0%



Town of Natick

Home of Champions

Department: Water & Sewer Operations Line-Item Detail

Enterprise Fund

Narrative:

Sanitary Sewer Operations

Personnel Services

Salaries Supervisory: To fund the positions of Coordinator of Technical Services and .5 of the Supervisor of Sewer and Water, who oversees this division.

Salaries Operational Staff: To fund eleven employees who maintain and repair the sewer mains in the town.

Salaries Temporary Operational: This fund is for police details for work done in the roadways and part time help.

Supervisory Additional Compensation: This fund is for education incentive stipends and service award.

Operational Staff Additional Compensation: This fund is for longevity and temporary upgrades per union contract.

Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours.

Purchase of Services

Equipment Repairs/Maintenance: This fund is for the repairs and maintenance of the town's thirty six sewer pump stations which include check valves, motor starters, mechanical seals, etc.

Repairs/Maintenance Other: This fund is for the repairs and maintenance of the alarms, wiring and fencing.

Electricity: This fund is for the use of electricity at the Sewer Pumping Stations.

Other Services (Misc.)

Licenses CDL and Special: This fund is for the reimbursement to the employees for license renewals, CDL, Hoisting, required training etc.

Clothing Allowance Operational Staff: This fund is for the clothing allowance per union agreement.

Tech & Professional Services

Professional Services-MWRA/Sulfide Testing: This fund is for the testing of the sewer before it enters the Massachusetts Water Resource Authority (MWRA) sewer system and other professional services dealing with this issue as required by the municipal discharge permit.

Supplies

Miscellaneous Construction Repairs and Maintenance: This fund is for the repairs and maintenance of sewer pipe, fittings, sewer camera, manhole covers and sewer rod equipment.

Other Charges

Sewer Line Maintenance: This fund is used for the engineering, repairing, maintenance and rehabilitation of the thirty six sewer pump stations and for the 150 miles of sewer mains such as television sewers, replacement of sewer pipe and manholes.

Massachusetts Water Resource Authority (MWRA) Assessment: This fund is for the costs of the town's sewer discharge into the MWRA sewer collection system.

Water Operations

Personnel Services

Salaries Supervisory: To fund the positions of GIS/Water Treatment Plant Supervisor, GIS Specialist and .5 Supervisor of Water and Sewer, who oversees this division.

Salaries Operational Staff: To fund thirteen employees positions who maintain and repair the water distribution system.

Salaries Temporary Operational: This fund is for police details for work done in the roadways and for part time help.

Supervisory Additional Compensation: This fund is for education incentive stipends and service award.



Town of Natick

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Department: Water & Sewer Operations Line-Item Detail

Narrative:

Water Operations (con't)

Operational Staff Additional Compensation: This fund is for longevity and temporary upgrades per union contract.

Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours.

Purchase of Services

Repairs and Maintenance Software: This fund is used for the Scada System at the Water Treatment Plant. It covers the upgrade of intrusion software, hardware replacements and other related computer items.

Electricity: This fund is for the use of electricity at the Water Treatment Plant, Evergreen Wells, Morse's Pond Well, Pine Oaks Well, Elm Bank Well and the Booster Station at Captain Toms Hill.

Copy Mail Center: This fund is for department's share of the copy/mail center cost.

Purchased Services Miscellaneous: This fund is used for supplies and equipment including printers, computers, computer hardware etc.

Other Services Misc.

Licenses CDL and Special: This fund is for the reimbursement to the employees for license renewals, CDL, Hoisting, Water, memberships to NEWWA, required training, etc.

Environmental Management System: This fund is for the audits required to maintain the Environmental Management System and the ISO Certification.

Clothing Allowance Operational Staff: This fund is for the clothing allowance per union agreement.

Safe Drinking Water Act (SDWA) Amendment: This fund is for all Volatile Organic Compounds (VOC) water and other tests mandated by the Department of Environment Protection (DEP), Environmental Protection Agency (EPA) and Safe Drinking Water Act (SDWA).

Supplies

Water Tests: This fund is for all weekly water testing which includes coliform, manganese, fluoride, lead and copper.

Equipment Repairs/Service: This fund is for the repair of metal detectors, hoses and tapping machine.

Facility Repairs and Maintenance: This fund is for the repairs of locks, the purchase of propane gas and belts for air strippers.

Hydrant Repairs and Maintenance: This fund is used to repair and maintain the 1,200 fire hydrants in town.

Miscellaneous Construction Repairs and Maintenance: This fund is for replacing old water gates, ductile iron water pipe, gate boxes, large pipe fittings, tapping sleeves and gates.

Other Supplies

Chemical Supplies: This fund is for the chemicals (chlorine gas, hydroflousilic acid and potassium permanganate) injected into the water.

Replace Obsolete Meters: This fund is for the replacement of large water meters and flow meters for the water wells and for the calibration of large meters, etc.

Service Connections: This fund is to replace old water line services and replacing the water line in the streets that are to be repaved, including one inch plastic water pipe, curb stops, brass fittings, service boxes and cellar valves, etc.

Other Charges & Expenditures

Water Line Maintenance: This fund is for repairs and maintenance at the water treatment plant, water pump stations and water wells, consultant fees and emergencies.

New Hydrant Installation: This fund is for the installation and replacement of old fire hydrants.

Asphalt Crushing: This fund is used to hire a crusher for the gravel pit to recycle extra dirt and asphalt.

Department of Environment Protection Assessment: This fund is used for the DEP annual assessment.

Massachusetts Water Resource Authority Discharge Permit: This fund is used to pay the Massachusetts Water Resource Authority for the water discharge permit at the water treatment plant.



Town of Natick

Home of Champions

Department: Water & Sewer Operations Line-Item Detail

Narrative:

Utility Billing Operations

Personnel Services

Salaries Operational Staff Salaries for two staff positions are funded in this line item. This positions are responsible for preparation of monthly water and sewer charges, special billings (final bills, flat charges, etc.), printing of water / sewer bills, posting payments, customer service inquiries, file maintenance, etc. A full time position has been reduced in the Collector's budget after an employee retirement. This position (Administrative Assistant) will be funded in the amount of 50% via indirect charge to the General Fund. The addition of a part time position is also included in this staffing change.

Part Time Operational This funds 240 hours of part time operational staff. This position will provide administrative / clerical support to the Finance Director/ Collector and will be available during peak receipt periods to supplement the full time Utility Billing staff.

Overtime Operational This funds overtime worked by operational staff during peak receipt periods.

Purchase of Services

Repairs and Maintenance This is for the maintenance and repair of business equipment used in the Collector's office for Utility Billing purposes. The primary equipment is the high speed laser printer used for production of the water / sewer bills and bar code scanning equipment, etc.

In State Travel/Meetings For attendance at Department of Revenue seminars, Treasurer / Collector Association meetings, and administrative / clerical support staff seminars.

Training and Education The costs related to POINT Software training, Neptune meter reading and inventory systems, and PC specialized training seminars, etc.

Communication Telephone This is the proportional costs assigned to the Utility Billing for telephone service.

Communication Postage This is the direct cost associated with the mailings from the Utility Billing Collector's Office. (Water / Sewer bills, water quality survey, water ban, etc.) This item is reduced to reflect the actual amounts expended over the past several years. There has not been a need to mail notices for a mandatory water BAN.

Collection Activities These funds are for additional mailings of notices of unpaid / delinquent charges, and demand bills, and other accounts receivable.

Copy/Mail Center Fees This is the proportional cost assigned to the Utility Billing Collector's Office for mail center labor for mail handling and copy charges.

Technical & Professional Services

Utility Billing Software This is utilized for minor programming modifications for water / sewer billing. These would include modifications not included in the annual maintenance that Point Software provides for the Water and Sewer receivable / collection system. The annual maintenance contracts for all Point Software applications are included in the Information Technology budget.

Utility Billing Printing The cost of services and supplies for the preparation of water / sewer bills including forms, consumables (toner), CASS certification software (Accu-Zip).

Supplies

Office Supplies General office supplies for the Utility Billing Collector's Office for employee benefit and bank reconciliation functions.



Town of Natick

Home of Champions

Department: Water & Sewer Operations Line-Item Detail

Employee Benefits

Pays for benefits for Water & Sewer Benefit eligible employees.

Debt Service

Principal Payments:

The requested budget amount of \$1,827,139 represents repayment of principal for multiple water and sewer capital improvement projects.

Interest Payments:

The requested budget amount of \$514,079 represents the respective interest payments associated with general obligation bonds issued for water and sewer projects. Of that amount, \$25,000 represents the estimated amount for Bond Anticipation Notes & issue costs (bond counsel, financial advisor, rating agency fees, etc.) for authorized borrowings.

Reserve Fund

Covers \$200,000 for emergencies & unforeseen contingencies within the fund.

Water & Sewer Employee Health Benefits Summary

Active

- Rate Saver HMO's	\$	344,948
Tier #1 Safety Net	\$	11,200
Tier #2 Safety Net	\$	-
Tier #3 Safety Net	\$	-
Sentinel Benefits Administration Fee	\$	1,620

Retiree

- Retiree Health Plans	\$	39,541
Life Insurance (\$4.25/mo. x Total Benefited Employees)	\$	1,530
Total Employee Health Benefits	\$	398,839

Water & Sewer Enterprise - Active Employees - Rate Saver HMO's

Active Employees							
Active Employees Plans:		Individual		Family			
HEALTH PLANS:	Total	Town Share	Total	Town Share	Total Cost		
	\$	%	\$	\$	%	\$	\$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	628.00	90.00%	565.20	1,685.00	80.00%	1,348.00	
Participants			0			0	
Monthly Rates (Regular Members)	628.00	82.50%	518.10	1,685.00	77.50%	1,305.88	
Participants			1			1	
Monthly Rates (Regular Members)	628.00	80.00%	502.40				
Participants			0				
Annual Total			\$6,217			\$15,671	\$ 21,888
Fallon Group Direct Care							
Monthly Rates (Regular Members)	505.00	90.00%	454.50	1,357.00	80.00%	1,085.60	
Participants			0			0	
Monthly Rates (Regular Members)	505.00	82.50%	416.63	1,357.00	77.50%	1,051.68	
Participants			0			1	
Monthly Rates (Regular Members)	505.00	80.00%	404.00				
Participants			0				
Annual Total			\$0			\$12,620	\$ 12,620
Fallon Group Select Care							
Monthly Rates (Regular Members)	542.00	90.00%	487.80	1,460.00	80.00%	1,168.00	
Participants			0			0	
Monthly Rates (Regular Members)	542.00	82.50%	447.15	1,460.00	77.50%	1,131.50	
Participants			0			0	
Monthly Rates (Regular Members)	542.00	80.00%	433.60				
Participants			0				
Annual Total			\$0			\$0	\$ -
Harvard/Pilgrim							
Monthly Rates (Regular Members)	610.00	90.00%	549.00	1,590.00	80.00%	1,272.00	
Participants			0			0	
Monthly Rates (Regular Members)	610.00	82.50%	503.25	1,590.00	77.50%	1,232.25	
Participants			8			9	
Monthly Rates (Regular Members)	610.00	80.00%	488.00	1,590.00	75.00%	1,192.50	
Participants			0			0	
Monthly Rates (Regular Members)	610.00	75.00%	457.50				
Participants			0				
Annual Total			\$48,312			\$133,083	\$ 181,395
Tufts Rate Saver							
Monthly Rates (Regular Members)	645.00	90.00%	580.50	1,688.00	80.00%	1,350.40	
Participants			0			0	
Monthly Rates (Regular Members)	645.00	82.50%	532.13	1,688.00	77.50%	1,308.20	
Participants			3			7	
Monthly Rates (Regular Members)	645.00	80.00%	516.00				
Participants			0				
Annual Total			\$19,157			\$109,889	\$ 129,045

Premium Cost Summary	Enrollments	Single	12	Family	18	
Active Health Plans						\$ 344,948
Tier #1 Safety Net						\$ 11,200
Tier #2 Safety Net						\$ -
Tier #3 Safety Net						\$ -
Sentinel FSA Costs						\$ 1,620
Total Appropriation Needed						\$ 357,768

Retiree Health Care

Retirees - Non Medicare Eligible

Active Employees Plans:		Individual		Family			
HEALTH PLANS:	Total	Town Share		Total	Town Share		Total Cost
	\$	%	\$	\$	%	\$	\$
RATE SAVER EPO PLANS:							
Blue Choice							
Monthly Rates (Regular Members)	628.00	82.50%	518.10	1,685.00	77.50%	1,305.88	
			0			0	
Annual Total			\$0			\$0	\$ -
Fallon Group Select Care							
Monthly Rates (Regular Members)	542.00	82.50%	447.15	1,460.00	77.50%	1,131.50	
Participants			0			0	
Annual Total			\$0			\$0	\$ -
Harvard/Pilgrim							
Monthly Rates (Regular Members)	610.00	82.50%	503.25	1,590.00	77.50%	1,232.25	
Participants			0			0	
Annual Total			\$0			\$0	\$ -
Tufts Navigator							
Monthly Rates (Regular Members)	645.00	82.50%	532.13	1,688.00	77.50%	1,308.20	
Participants			0			0	
Annual Total			\$0			\$0	\$ -
Harvard/Pilgrim PPO							
Rates (Regular Members)	1,750.00	50.00%	875.00	3,886.00	50.00%	1,943.00	
Participants			1			0	
Annual Total			\$10,500			\$0	\$ 10,500
Tufts POS							
Monthly Rates (Regular Members)	1,750.00	50.00%	875.00	3,886.00	50.00%	1,943.00	
Participants			0			0	
Annual Total			\$0			\$0	\$ -

Premium Cost Summary			Enrollments		\$	10,500
Active Health Plans			Single	Family		
			1	0		
Total Appropriation Needed					\$	10,500

Retirees - Medicare Eligible

Senior Plans:			Individual			Individual		
HEALTH PLANS:	Total	Town Share		HEALTH PLANS:	Total	Town Share		
	\$	%	\$		\$	%	\$	
HPHC Medicare Enhancement				Medex III				
Monthly Rates (Senior Care)	378.00	62.75%	237.20	Monthly Rates (Senior Care)	424.00	61.37%	260.21	
Monthly Rates (Senior Care)	415.80	62.75%	260.91	Monthly Rates (Senior Care)	466.40	61.37%	286.23	
Participants			2	Participants			4	
Total			\$5,977	Total			\$13,115	
Fallon Senior Plan				Tufts Medicare Plus				
Monthly Rates (Senior Care)	279.00	68.05%	189.86	Monthly Rates (Senior Care)	332.00	65.20%	216.46	
Monthly Rates (Senior Care)	293.70	68.05%	199.86	Monthly Rates (Senior Care)	365.20	65.20%	238.11	
Participants			0	Participants			6	
Total			\$0	Total			\$7,793	
Tufts Medicare Preferred HMO				BCBS Managed Blue for Seniors				
Monthly Rates (Senior Care)	240.00	71.32%	171.17	Monthly Rates (Senior Care)	402.00	61.99%	249.20	
Monthly Rates (Senior Care)	264.00	71.32%	188.28	Monthly Rates (Senior Care)	442.20	61.99%	274.12	
Participants			1	Participants			0	
			\$2,157	Total			\$0	

Medicare Eligible Retirees			Enrollments		\$	29,041
Total Medicare Eligible Employees (Senior Plans)			Single	Family		
			13	0		

Total Retiree Health Care	\$39,541
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Town of Natick
Home of Champions

Department: Enterprise Fund Debt Service - Principal

Year of Issue	Project	Amount Issued	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Issue	Total
			Principal	Principal	Principal	Principal	Principal	Principal	Balance	Principal
1998	Water Treatment Plant	\$ 1,175,000	\$ 81,000	\$ 74,000	\$ 65,000	\$ 64,000	\$ 64,000	\$ 60,000	\$ -	\$ 327,000
1998	Sewer (Pleasant, Rockwood, etc.)	\$ 285,000	\$ 15,000	\$ 14,000	\$ 14,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ -	\$ 67,000
1999	Sewer (Pleasant, Eliot, Union, etc.)	\$ 750,000	\$ 39,000	\$ 38,000	\$ 38,000	\$ 38,000	\$ 35,000	\$ 35,000	\$ 42,000	\$ 226,000
1999	Sewer (Union St)	\$ 615,000	\$ 34,000	\$ 33,000	\$ 33,000	\$ 29,000	\$ 26,000	\$ 25,000	\$ 25,000	\$ 171,000
1999	Water (Lakeshore Dr)	\$ 500,000	\$ 29,000	\$ 28,000	\$ 28,000	\$ 27,000	\$ 27,000	\$ 26,000	\$ 25,000	\$ 161,000
2000	Water (Lakeshore Dr)	\$ 540,000	\$ 27,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 23,000	\$ 23,000	\$ 66,000	\$ 184,000
2000	Sewer (Boden Ln & Water, Lincoln, etc.)	\$ 1,335,000	\$ 44,000	\$ 40,000	\$ 38,000	\$ 38,000	\$ 37,000	\$ 36,000	\$ 106,000	\$ 295,000
2002	Sewer (Lakeshore Rd)	\$ 430,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 80,000	\$ 180,000
2002	Sewer (Leach Ln)	\$ 210,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 40,000	\$ 90,000
2003	Water Elm Bank *Refunded	\$ 1,375,000	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2004	Water Meters	\$ 350,000	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000
2006	Sewer (Speen St, Park Ave)	\$ 2,100,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 1,050,000	\$ 1,575,000
2007	Water Treatment (MWPAT) *Refunded	\$ 4,884,838	\$ 233,911	\$ 243,023	\$ 250,438	\$ 258,294	\$ 268,041	\$ 277,787	\$ 2,553,695	\$ 3,851,277
2008	Water Treatment Plant *Refunded	\$ 225,925	\$ 30,000	\$ 25,000	\$ 20,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 75,000
2009	Water Relining	\$ 3,000,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,800,000
2009	Equipment W-9 Backhoe	\$ 90,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 40,000
2010	Water Relining	\$ 600,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 120,000	\$ 420,000
2010	Springvale Well	\$ 250,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 50,000	\$ 175,000
2010	Reservoir Refurbishment	\$ 500,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 350,000
2010	Sewer Pump Station 5	\$ 300,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 60,000	\$ 210,000
2010	Sewer Jet Truck	\$ 250,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 50,000	\$ 175,000
2010	Sewer I&I (MWRA)	\$ 77,385	\$ 15,477	\$ 15,477	\$ 15,477	\$ -	\$ -	\$ -	\$ -	\$ 30,954
2011	Final Phase V	\$ 800,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 365,000	\$ 640,000
2012	Radio Meter Transmitters	\$ 150,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ 120,000
2012	Ground Water Wells	\$ 300,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 120,000	\$ 270,000
2012	Variable Frequency Drives	\$ 260,000	\$ 30,000	\$ 30,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 100,000	\$ 230,000
2012	DPW Headquarters Renovations	\$ 504,000	\$ 54,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 200,000	\$ 450,000
2012	MWRA I&I	\$ 196,845	\$ 39,369	\$ 39,369	\$ 39,369	\$ 39,369	\$ 39,369	\$ -	\$ -	\$ 157,476
2012	DPW Vehicle Garage Roof	\$ 66,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ -	\$ 55,000
2013	(Est.) Force Main Bradford / Pamela - Rt 9	\$ 1,650,000	\$ -	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 1,100,000	\$ 1,650,000
2013	(Est.) Replace Ground Water Wells	\$ 300,000	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000	\$ 300,000
2013	(Est.) Filter Modification @ Springvale WTP	\$ 200,000	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000	\$ 200,000
Water and Sewer Enterprise Principal			\$ 1,602,757	\$ 1,609,869	\$ 1,561,284	\$ 1,541,663	\$ 1,543,410	\$ 1,451,787	\$ 6,802,695	\$ 14,510,707
Total Amount Remaining			\$ -	\$ 14,510,707	\$ 12,900,838	\$ 11,339,555	\$ 9,797,892	\$ 8,254,482	\$ 6,802,695	\$ -



Town of Natick

Home of Champions

Department: Enterprise Fund Debt Service - Interest

Year of Issue	Project	Fiscal Year 2013		Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Issue	Total
		Amount Issued	Interest	Interest	Interest	Interest	Interest	Interest	Balance	Interest
1998	Water Treatment Plant	\$ 1,175,000	\$ 7,002	\$ 9,560	\$ 8,170	\$ 6,240	\$ 3,680	\$ 1,200	\$ -	\$ 28,850
1998	Sewer (Pleasant, Rockwood, etc.)	\$ 285,000	\$ 1,438	\$ 1,980	\$ 1,700	\$ 1,300	\$ 780	\$ 260	\$ -	\$ 6,020
1999	Sewer (Pleasant, Eliot, Union, etc.)	\$ 750,000	\$ 5,078	\$ 7,140	\$ 6,380	\$ 5,240	\$ 3,680	\$ 2,380	\$ 1,640	\$ 26,460
1999	Sewer (Union St)	\$ 615,000	\$ 3,737	\$ 5,190	\$ 4,530	\$ 3,620	\$ 780	\$ 1,500	\$ 980	\$ 16,600
1999	Water (Lakeshore Dr)	\$ 500,000	\$ 3,595	\$ 5,040	\$ 4,480	\$ 3,660	\$ 3,780	\$ 1,520	\$ 980	\$ 19,460
2000	Water (Lakeshore Dr)	\$ 540,000	\$ 4,312	\$ 6,160	\$ 5,680	\$ 4,960	\$ 2,520	\$ 3,100	\$ 3,960	\$ 26,380
2000	Sewer (Boden Ln & Water, Lincoln, etc.)	\$ 1,335,000	\$ 6,873	\$ 9,800	\$ 9,020	\$ 7,900	\$ 6,420	\$ 6,960	\$ 6,320	\$ 46,420
2002	Sewer (Lakeshore Rd)	\$ 430,000	\$ 9,920	\$ 9,000	\$ 8,040	\$ 7,040	\$ 6,040	\$ 5,040	\$ 10,140	\$ 45,300
2002	Sewer (Leach Ln)	\$ 210,000	\$ 4,960	\$ 4,500	\$ 4,020	\$ 3,520	\$ 3,020	\$ 2,520	\$ 5,070	\$ 22,650
2003	Water Elm Bank *Refunded	\$ 1,375,000	\$ 2,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2004	Water Meters	\$ 350,000	\$ 2,800	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400
2006	Sewer (Speen St, Park Ave	\$ 2,100,000	\$ 62,081	\$ 58,144	\$ 54,206	\$ 50,138	\$ 45,938	\$ 41,213	\$ 175,219	\$ 424,856
2007	Water Treatment (MWPAT) *Refunded	\$ 4,884,838	\$ 175,811	\$ 91,065	\$ 83,651	\$ 75,936	\$ 123,775	\$ 102,445	\$ 208,822	\$ 685,694
2008	Water Treatment Plant *Refunded	\$ 225,925	\$ 3,575	\$ 2,600	\$ 1,788	\$ 1,088	\$ 563	\$ -	\$ -	\$ 6,038
2009	Water Relining	\$ 3,000,000	\$ 66,375	\$ 56,250	\$ 45,750	\$ 34,875	\$ 23,625	\$ 12,000	\$ -	\$ 172,500
2009	Equipment W-9 Backhoe	\$ 90,000	\$ 1,814	\$ 1,475	\$ 1,125	\$ 763	\$ 388	\$ -	\$ -	\$ 3,750
2010	Water Relining	\$ 600,000	\$ 13,500	\$ 12,150	\$ 10,650	\$ 9,150	\$ 7,500	\$ 5,700	\$ 5,850	\$ 51,000
2010	Springvale Well	\$ 250,000	\$ 5,625	\$ 5,063	\$ 4,438	\$ 3,813	\$ 3,125	\$ 4,750	\$ 4,875	\$ 26,063
2010	Reservoir Refurbishment	\$ 500,000	\$ 11,250	\$ 10,125	\$ 8,875	\$ 7,625	\$ 6,250	\$ 2,850	\$ 2,925	\$ 38,650
2010	Sewer Pump Station 5	\$ 300,000	\$ 6,750	\$ 6,075	\$ 5,325	\$ 4,575	\$ 3,750	\$ 2,375	\$ 2,438	\$ 24,538
2010	Sewer Jet Truck	\$ 250,000	\$ 5,625	\$ 5,063	\$ 4,438	\$ 3,813	\$ 3,125	\$ 2,375	\$ 2,438	\$ 21,250
2011	Phase V	\$ 800,000	\$ 24,625	\$ 22,975	\$ 21,325	\$ 19,675	\$ 16,925	\$ 15,275	\$ 59,950	\$ 156,125
2012	Radio Meter Transmitters	\$ 150,000	\$ 4,500	\$ 3,900	\$ 3,000	\$ 2,100	\$ 1,200	\$ -	\$ -	\$ 10,200
2012	Ground Water Wells	\$ 300,000	\$ 9,300	\$ 8,700	\$ 7,800	\$ 6,900	\$ 6,000	\$ 4,800	\$ 7,800	\$ 42,000
2012	Variable Frequency Drives	\$ 260,000	\$ 8,000	\$ 7,400	\$ 6,500	\$ 5,750	\$ 5,000	\$ 4,000	\$ 6,500	\$ 35,150
2012	DPW Headquarters Renovations	\$ 504,000	\$ 15,580	\$ 14,500	\$ 13,000	\$ 11,500	\$ 10,000	\$ 8,000	\$ 13,000	\$ 70,000
2012	MWRA I&I	\$ 196,845	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012	DPW Vehicle Garage Roof	\$ 66,000	\$ 2,120	\$ 1,766	\$ 1,412	\$ 1,059	\$ 706	\$ 353	\$ -	\$ 5,297
2013	(Est.) Force Main Bradford / Pamela - Rt 9	\$ 1,650,000		\$ 57,750	\$ 53,900	\$ 50,050	\$ 46,200	\$ 42,350	\$ 211,750	\$ 462,000
2013	(Est.) Replace Ground Water Wells	\$ 300,000		\$ 10,500	\$ 9,450	\$ 8,400	\$ 7,350	\$ 6,300	\$ 15,750	\$ 57,750
2013	(Est.) Filter Modification @ Springvale WTP	\$ 200,000		\$ 7,000	\$ 6,300	\$ 5,600	\$ 4,900	\$ 4,200	\$ 10,500	\$ 38,500
	BANs and Issue Costs	\$ -	\$ 25,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 150,000
Water and Sewer Enterprise Interest			\$ 493,945	\$ 472,269	\$ 424,952	\$ 376,288	\$ 377,019	\$ 313,465	\$ 756,906	\$ 2,720,899

Total Amount Remaining			\$ 2,720,899	\$ 2,248,630	\$ 1,823,678	\$ 1,447,390	\$ 1,070,371	\$ 756,906	\$ -
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Summary of Debt - Water & Sewer Enterprise Fund

	Fiscal Year 2013	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Issue	Total
Water & Sewer Enterprise Fund Principal	\$ 1,602,757	\$ 1,609,869	\$ 1,561,284	\$ 1,541,663	\$ 1,543,410	\$ 1,451,787	\$ 6,802,695	\$ 14,510,707
Water & Sewer Enterprise Fund Interest	\$ 493,945	\$ 472,269	\$ 424,952	\$ 376,288	\$ 377,019	\$ 313,465	\$ 756,906	\$ 2,720,899
Total Annual Debt Service	\$ 2,096,701	\$ 2,082,138	\$ 1,986,236	\$ 1,917,951	\$ 1,920,428	\$ 1,765,252	\$ 7,559,601	\$ 17,231,607
Total Amount Remaining	\$ -	\$ 17,231,607	\$ 15,149,469	\$ 13,163,233	\$ 11,245,282	\$ 9,324,853	\$ 7,559,601	\$ -



Town of Natick

Home of Champions

Department: Water & Sewer Operations

Indirect Cost Allocations

PERCENTAGE ALLOCATIONS	PERSONNEL	FRINGE	EXPENSES	TOTAL
DPW ADMINISTRATION	\$ 83,201	\$ 32,122	\$ 14,500	\$ 129,823
BUILDING MAINTENANCE	\$ -	\$ -	\$ 45,019	\$ 45,019
ENGINEERING SERVICES	\$ 202,320	\$ 78,111	\$ 50,200	\$ 330,631
GIS SERVICES	\$ (48,292)	\$ (18,644)	\$ -	\$ (66,936)
EQUIPMENT MAINTENANCE	\$ 176,968	\$ 68,323	\$ 91,648	\$ 336,939
HIGHWAY MAINTENANCE	\$ 141,395	\$ 54,589	\$ 185,070	\$ 381,054
PUBLIC SAFETY	202,590	78,215	11,920	\$ 292,725
FINANCIAL / ADMINISTRATIVE	267,414	103,242	175,501	\$ 546,157
PROPERTY INSURANCE	-	-	221,270	\$ 221,270
ENERGY	-	-	106,897	\$ 106,897
SUBTOTAL - GENERAL FUND	1,025,597	395,958	902,025	\$ 2,323,579

Notes:

Indirect Costs are based upon the Previous Fiscal Year's (FY 2013) Final Appropriated Budget.

Please remember that Town Meeting does not appropriate these - the action taken is to approve these.

Appropriation occurs within the respective budgets listed above.

Indirects - FY2014

PERCENTAGE ALLOCATIONS	PERSONNEL	FRINGE	EXPENSES	TOTAL	Salary	Expense	Percent	Total 2013 Appr.	Description
DPW ADMINISTRATION	\$ 83,201	\$ 32,122	\$ 14,500	\$ 129,823	242,286	43,490	33.3%	285,776	DPW ADMIN. (Total Cost)
BUILDING MAINTENANCE	-	-	45,019	45,019	-	360,150	12.5%	360,150	BLDG MAINT (Total Cost)
ENGINEERING SERVICES	202,320	78,111	50,200	330,631	392,853	100,400	50.0%	493,253	ENGINEERING (Total Cost)
GIS SERVICES	(48,292)	(18,644)	-	(66,936)	(187,540)	-	25.0%	-	GIS ACTIVITIES SUPPORTING THE GENERAL FUND
EQUIPMENT MAINTENANCE	176,968	68,323	91,648	336,939	515,339	274,889	33.3%	790,228	EQUIPMENT MAINT. (Total Cost)
HIGHWAY MAINTENANCE	141,395	54,589	185,070	381,054	1,372,769	1,850,700	10.0%	3,223,469	HIGHWAY (Total Cost)
POLICE	91,542	35,342	3,505	130,389	5,925,092	233,688	1.5%	6,158,780	POLICE (Total Cost)
FIRE	111,047	42,873	2,931	156,851	7,187,556	195,400	1.5%	7,382,956	FIRE (Total Cost)
STREET LIGHTING	-	-	5,484	5,484	-	274,200	2.0%	286,500	STREETLIGHTS (Total Cost)
ASSESSING	3,229	1,247	1,125	5,601	313,544	112,500	1.0%	426,044	ASSESSING (Total Cost)
TOWN ADMINISTRATOR	75,151	29,014	33,388	137,553	583,693	267,107	12.5%	850,800	TOWN ADMINISTRATOR (Total Cost)
COMMUNITY DEVELOPMENT	76,259	29,442	2,681	108,382	740,382	26,811	10.0%	767,193	COMMUNITY DEVELOPMENT (Total Cost)
INFORMATION TECHNOLOGY	24,901	9,614	63,910	98,425	241,759	639,100	10.0%	880,859	INFORMATION TECHNOLOGY (Total Cost)
TREASURER	9,118	3,520	25,281	37,919	70,816	202,250	12.5%	273,066	TREASURER (General Office Personnel)
TREASURER	39,379	15,203	-	54,582	109,233	-	35.0%	109,233	TREASURER (Salaries of Treasurer & Asst. Treasurer)
COLLECTOR	(24,111)	(9,309)	-	(33,420)	(46,817)	-	50.0%	(46,817)	COLLECTOR
COLLECTOR	20,371	7,865	-	28,236	56,508	-	35.0%	56,508	COLLECTOR (Salaries of Collector & Asst. Collector)
COMPTROLLER	43,117	16,646	10,781	70,544	334,885	86,250	12.5%	421,135	COMPTROLLER (Total Cost)
ANNUAL REPORT	-	-	275	275	-	5,500	5.0%	5,500	ANNUAL REPORT (Total Cost)
LEGAL SERVICES	-	-	38,060	38,060	-	304,480	12.5%	304,480	LEGAL SERVICES (Total Cost)
PROPERTY INSURANCE	-	-	221,270	221,270	-	553,175	40.0%	553,175	PROPERTY INSURANCE (Total Cost)
ELECTRIC / NATURAL GAS	-	-	13,267	13,267	-	792,998	1.7%	792,998	ENERGY ELECTRIC / NATURAL GAS (DPW Admin. Use)
GASOLINE / DIESEL	-	-	93,630	93,630	-	468,150	20.0%	468,150	ENERGY GASOLINE / DIESEL (All W/S Vehicle Fuels charged here)
SUBTOTAL	1,025,597	395,958	902,025	2,323,579					

Water/Sewer Enterprise Fund Projection & Initial Proposed Single-Family Home Rate for FY 2014

Water/Sewer Enterprise Fund Projection - FY 2014 - FY 2016

Summary: The projection shown below is for planning purposes **ONLY**. It is not intended to serve as a budget or plan for expenditures. Accounting for level indirect costs and funding of requested capital projects through a mixture of debt and retained cash financing, FY 2014 should see an increase of 3.5% in most rates (See below). Later years, however, rates will likely be between 4-7% increases annually, driven mainly by anticipated 12.5% increases in the MWRA assessment annually and full funding of capital requests.

	2011 Actual	2012 Actual	2013 Appropriated	2014 Preliminary	2015 Estimate	2016 Estimate
Revenues						
User Charges	\$ 12,353,351	\$ 11,127,657	\$ 12,143,096	\$ 12,314,742	\$ 13,177,285	\$ 13,813,542
Connection Fees	\$ 104,470	\$ 71,064	\$ 114,290	\$ 70,000	\$ 70,000	\$ 70,000
Other Departmental Income	\$ 758,698	\$ 1,100,812	\$ 1,120,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
Investment Income	\$ 66,356	\$ 19,980	\$ 25,000	\$ 20,000	\$ 20,000	\$ 20,000
Capital Article Closeouts/Trans.	\$ 150,000	\$ -	\$ 39,369	\$ -	\$ -	\$ -
Retained Earnings	\$ -	\$ 410,000	\$ 1,291,746	\$ 147,000	\$ 90,000	\$ 21,000
Total Revenues	\$ 13,432,875	\$ 12,729,513	\$ 14,733,501	\$ 13,651,742	\$ 14,457,285	\$ 15,024,542
Expenses						
Sewer	\$ 5,191,891	\$ 5,230,989	\$ 5,674,376	\$ 5,886,880	\$ 6,505,002	\$ 7,188,028
Water	\$ 2,081,463	\$ 1,874,819	\$ 2,123,748	\$ 2,085,065	\$ 2,147,617	\$ 2,212,045
Utility Billing	\$ 180,693	\$ 208,371	\$ 233,569	\$ 237,383	\$ 244,504	\$ 251,840
Fringe Benefits	\$ 627,467	\$ 630,025	\$ 652,593	\$ 695,857	\$ 751,526	\$ 811,648
Debt Service	\$ 2,287,229	\$ 2,328,943	\$ 2,096,702	\$ 2,075,978	\$ 2,311,236	\$ 2,242,951
Reserve Fund	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Indirects (included in G/F)	\$ 2,449,757	\$ 2,535,883	\$ 2,851,514	\$ 2,323,579	\$ 2,207,400	\$ 2,097,030
Capital	\$ 312,000	\$ 410,000	\$ 1,171,000	\$ 147,000	\$ 90,000	\$ 21,000
Total Expenses	13,130,501	13,219,029	15,003,500	13,651,742	14,457,285	15,024,542

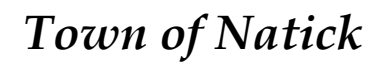
Preliminary Proposed Single-Family Water & Sewer Rates for FY 2014

Summary: Just as the projection above, the projected rates below are purely for illustrative purposes only. Actual rates will be determined through recalibration of the rate model in preparation of meeting with the Water & Sewer Commissioners for FY 2014 rate setting, which will begin in April 2013. Should the budget be approved as it is recommended, including funding of the revised capital requests, the impact upon this years rates is shown below. Average W/S bills for a single family home would increase around 3.5%, or \$36.10 annually.

Rate Options for the average Single-Family House (26.57 HCF/quarter)

2013	Tier	Combined Rate	Consumption	Qtr. Cost	Annual Cost	3.50%
Bills	0-10	\$ 5.70	10	\$ 57.00	\$ 228.00	
	011-20	\$ 9.76	10	\$ 97.60	\$ 390.40	
	021-40	\$ 15.72	6.57	\$ 103.28	\$ 413.12	
			26.57	\$ 257.88	\$ 1,031.52	
2014 (draft)						
Bills	0-10	\$ 5.90	10	\$ 59.00	\$ 235.98	
	011-20	\$ 10.10	10	\$ 101.02	\$ 404.06	
	021-40	\$ 16.27	6.57	\$ 106.90	\$ 427.58	
			26.57		\$ 1,067.62	

Cost increase/year over FY 2014	\$ 36.10	
Cost increase/quarter over FY 2014	\$ 9.03	

**Department** **Public Works - Water Enterprise**

Notes:



Department Public Works - Sewer Enterprise																								
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T					
											[(K-I)/D]		[(I+L)*M]							[N thru S]				
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Step Amt.	End Step	Step Amt.	Pro-Rata Step	COLA	End Step	LGY	EDU	DIFF	ON CALL	Other Comp.	Total FY 2014					
Department			Public Works - Sewer Enterprise			Munis Dept. #			45			(@ 52 weeks)											(@ 52.2 weeks)	
Salaries Supervisory Staff						MUNIS Code				5112														
2896	PERODEAU	RICHARD	8/17/88	1.0	ASST SUPVSR	SUPER/ADM	C3-1	68,015	C3-2	71,461	1,436	2%	70,840		6,800			1,500	79,412					
				1.0	CF PLNT OP	SUPER/ADM	C5-5	89,337	C5-5	89,337	0	2%	91,124		6,800			1,500	99,774					
Total Salaries - Supervisory Staff				2.0											0	13,600	0	0	3,000	179,187				
Salaries Operational Staff						MUNIS Code				5113														
			7/1/12	1.0	CRFST/HVY	LL 1116	M8-7	50,093	M8-7	50,613	260	2%	51,361	0	150	80	1,000		52,788					
41797	RUDD	SHAWN	1/16/02	1.0	SK LABORER	LL 1116	M4-7	48,906	M9-7	49,426	260	2%	50,150	300	150	70	1,000		51,863					
41819	HEFFLER	STEVEN	2/21/02	1.0	PS FOREMAN	LL 1116	MC-7	66,968	MC-7	67,488	260	2%	68,572	300	150		2,000		71,286					
42109	HENDRY	JAMIE	7/14/11	1.0	PS OPER	LL 1116	M9-2	40,943	M9-3	42,591	1,510	2%	43,303	0	150	240	2,000		45,859					
2812	MCDANIEL	MICHAEL	3/2/88	1.0	WKG FOREMN	LL 1116	MC-7	53,060	MC-7	53,580	260	2%	54,386	900	300	240	2,000		58,036					
3017	HALFREY	ALAN	5/10/89	1.0	WKG FOREMN	LL 1116	MC-7	53,060	MC-7	53,580	260	2%	54,386	700	150	240	2,000		57,686					
41283	MCGEEVER	MICHAEL	4/21/99	1.0	HVY EQ OPR	LL 1116	M8-7	50,093	M8-7	50,613	260	2%	51,361	300	150	110	1,000		53,118					
41648	CRISAFULLI	SAMUEL	7/1/09	1.0	SK LABORER	LL 1116	M4-7	48,906	M4-7	49,426	260	2%	50,150	0	150		1,000		51,493					
44081	DINNOCENZO	DANIEL	9/5/12	1.0	SK LABORER	LL 1116	M4-1	36,329	M4-2	37,251	769	2%	37,839	0	150	70	1,000		39,205					
Total Salaries - Operational Staff				9.0											2,500	1,500	1,050	13,000	0	481,332				
Part Time Admin			2/1/13	0.5	ADMIN. ASST.	CL 1116	B4-0	19,365	B4-1	20,175	270	2%	20,028	0	0	0	0		20,105					
POLICE DETAIL							HOURS	176.00	RATE	\$48.50	8,536	0%	8,536							8,536				
																			28,641					
Overtime																			57,850					
Total Salaries -				Public Works - Sewer Enter				11.50												747,009				

Key:



Town of Natick

Personnel Staffing Sheets

Department Finance

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	
											[(K-I)/D]	[(I+L)*M]		[N+O]		
Emp. #	Last Name	First Name	Date of Hire	FTE	Job title	Union	Begin Step	Step Amt.	Step	End Step Amt.	Pro-Rata Step	COLA	End Step	Other Comp.	Total FY 2014	
Department Finance						Munis Dept. #	14-17					(@ 52 weeks)		(@ 52.2 weeks)		
Salaries Management					MUNIS Code					5111						
3849	Dangelo	Janice	7/17/1995	1.0	Assessor	Per. Bd.	4	93,047	4	93,047	0	0%	93,047		93,405	
	Vacant			1.0	Comptroller	Per. Bd.	4	100,000	4	100,000	0	0%	100,000		100,367	
	Jankowski	Thaddeus	1/9/2013	1.0	Collector/Treasurer	Per. Bd.		110,000		110,000	0	0%	110,000		110,000	
Sub-total Salaries Management															303,772	
Salaries Supervisory Staff					MUNIS Code					5112						
	Vacant			1.0	Asst. Collector	Per. Bd.	3	68,000	3	68,000	0	0%	68,000		68,262	
40027	Tomasetti	Cynthia	11/12/1996	1.0	Asst. Comptroller	Per. Bd.	3	68,138	3	68,138	0	0%	68,138		68,400	
Sub-total Salaries Supervisory															136,662	
Salaries Technical/Professional					MUNIS Code					5123						
42740	Marshall	Carl	8/1/2005	1.0	Asst. Assessor	Per. Bd.	3	68,139	3	68,139	0	0%	68,139		68,400	
42738	Niedbala	Carol	8/1/2005	1.0	Asst. Assessor	Per. Bd.	3	68,476	3	68,476	0	0%	68,476		68,740	
44409	Shaugnessy	Meg	3/19/2012	1.0	Staff Accountant	Per. Bd.	3	75,704	3	75,704	0	0%	75,704		75,996	
44375	Roche	Peter	2/1/2012	1.0	Procurement Off.	Per. Bd.	3	72,861	3	72,861	0	0%	72,861		73,142	
41232	Sherman	Debbie Jo	12/7/1998	1.0	Spec. Asst. to FD	Per. Bd.	2	55,000	2	55,000	0	0%	55,000		55,212	
Sub-total Salaries Management															341,490	
Salaries Operational Staff					MUNIS Code					5113						
40060	Conrad	Lorna	2/25/1998	1.0	Exec. Asst.	1116	B6-4	49,742	B6-4	49,742	0	2%	50,737	1125	52,057	
42108	Reddoch	Teresa	5/12/2003	1.0	Admin. Asst.	1116	B5-4	46,674	B5-4	46,674	0	2%	47,607	750	48,541	
3844	Pilla	Justina	7/1/1999	1.0	Admin. Asst.	1116	B5-4	46,674	B5-4	46,674	0	2%	47,607	750	48,541	
44365	Skipper	Julie	1/9/2012	1.0	Payroll Manager	Per. Bd	2	48,544	2	48,544	0	0%	48,544		48,731	
Vacant				0.5	Benefit/Payroll	Per. Bd	1	25,000	1	25,000	0	0%	25,000		25,096	
Sub-total Salaries Operational Staff															222,965	
Salaries Part Time Operational Staff					MUNIS Code					5123						
43742	Hansberry	Ann	7/2/2009	0.63	Admin. Asst.	1116	B5-3	30,202	B5-4	31,116	914	2%	31,738		31,860	
2176	Spencer	Margaret	8/1/2005	0.4	Dept. Support	Per. Bd.	NA	14,423	NA	14,423	0	0%	14,423		14,506	
44075	Philben	Vickie	12/6/2010	0.49	Dept. Assistant	Per. Bd	H10-4	23,717	H10-5	24,471	440	0%	24,157		24,250	
Sub-total Salaries Operational Staff															70,616	
Operational Staff Overtime															7,765	
Total Salaries - Finance				16.02										\$ 1,083,270		
Utility Billing Staff - NOT Appropriated Here (Appropriated under Water & Sewer Enterprise Funds)																
Salaries Operational Staff					MUNIS Code					5113						
41220	Kelley	Elizabeth	10/13/1998	1.0	Exec. Asst.	1116	B6-4	49,742	B6-4	49,742	0	2%	50,737	1125	52,057	
41451	Wurth	Carol	5/30/2000	1.0	Admin. Asst.	1116	B5-4	46,674	B5-4	46,674	0	2%	47,607	750	48,541	
2176	Spencer	Margaret	8/1/2005	0.09	Dept. Support	Per. Bd.	NA	4,807	NA	4,807	0	0%	4,807		4,835	
Sub-total Salaries Operational Staff															105,433	
Operational Staff Overtime															2,000	
Total ALL Salaries - General Fund & Water & Sewer Enterprise Fund															1,190,703	

Key:

Per. Bd. - Personnel Board; 1116 - Clerical Union - Local 1116; COLA - Cost of Living Adjustment

Notes:

January 21, 2013
^ Includes Program Improvement Request



Town of Natick

FY 2014 Preliminary Budget

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